



Testimony by
Richard C. Mullins, Jr.
Central Connecticut State University
Before the Government Administration and Elections Committee
March 19, 2010

Good afternoon, Senator Gayle Slossberg, Representative James Spallone and members of the Government Administration and Elections Committee. For the record, I am Rick Mullins, head of the Institute of Technology and Business Development (ITBD) and Executive Assistant to the President at Central Connecticut State University (CCSU). I am here today to speak on behalf of Jack Miller, President of CCSU, and thank you very much for the opportunity to offer comments on Senate Bill 467, *"An Act Concerning Lean Government."* The bill requires state agencies to implement lean techniques to improve current processes.

By way of background, the Institute of Technology and Business Development is a self-supporting outreach function of CCSU. ITBD supports Connecticut organizations with workforce development training, conferencing, business assistance and business incubation.

The ITBD utilizes full time and adjunct faculty with expertise in lean management techniques and provides training to organizations in productivity and process improvement. Since the early nineties we have been involved in implementing various quality systems including ISO 9000, Lean and Six Sigma. These implementations took place within the CT Department of Labor (DOL), Department of Environmental Protection (DEP), Bicon Electronics, Peter Paul Electronics, Material Processing Inc., Franklin Products, SPX Fenn, Coviden, UConn Health Center, Hospital for Special Care, TD Bank and Northeast Utilities. ITBD has also been selected and is funded as a Lean training provider for the following programs: Connecticut Light & Power and United Illuminating PRIME Program, the Connecticut Center for Advanced Technology's Aerospace Defense Initiative, the five Workforce Boards and their Workforce Investment Act\Trade Assistance Act\Jobs First\Youth programs, the US Small Business Administration and the CT DOL 21st Century Workforce Development programs.

ITBD was a key partner and trainer of the staff of the CT Department of Labor in implementing Lean practices within the CT DOL under Commissioners Butler, Townsley and Cashmen. We defined their Lean Training curriculum and an internal Lean Train the Trainer program modeled after a program we jointly performed with the CT DOL funded by the National Governor's Association.

Lean implementation is an effective tool for reducing cycle time, waste from the value stream and bottlenecks. The elimination of waste in the process nets cost savings, on time delivery, quality improvement and improvements in customer satisfaction. It is not uncommon to see 30-70% productivity improvement as the result of a Lean event.

The implementation of Lean in an organization is directly related to management commitment to continuous quality improvement and the selection of the proper implementation and training strategy designed for the application. CCSU ITBD is an expert at defining the implementation and training strategy. I know this from having worked as a private consultant in the past with communities such as the City of Anchorage Alaska and the State of New York's Retirement systems. For successful implementation of Lean in government agencies it is important to understand how government works, the types of processes in government agencies and interrelationships between the processes.

Like the Connecticut DOL, who has built internal capacity in this area, CCSU ITBD can be a valuable resource within State government to assist state agencies in the implementation process. I would respectfully request that you consider CCSU ITBD as an additional fee for service provider based upon our experience and record of success. I have attached an example of our success recently published in *The Greenwich Times*.

Thank you for the opportunity to speak to you today. I would be happy to answer any questions that you may have.

Greenwich Times

2/26/10 Gr. Time

Gear up, Hartford, it's time to get LEAN

In a recent announcement from Gov. M. Jodi Roll about Connecticut's economy, she cited the success of "LEAN" practices and policies at the state departments of Environmental Protection and Labor. LEAN was described as a nationally recognized discipline initially used in manufacturing for streamlining and efficiency. This waste-reduction technique requires an exhaustive review of each agency's processes, then identifies and eliminates redundancies.

Gov. Roll stated: "We are doing more with less. We have to. Agencies in my administration clearly understand that serving the public in a more-efficient, less-expensive way is paramount. A bigger, costlier government has never been the answer."

LEAN originated in the 1970s in the manufacturing sector. Its initiatives are even stronger today and have expanded into many economic sectors, including



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health services, banking, and government, according to Tom Lorenzetti, business development manager of the Institute of Technology and Business Development at Central Connecticut State University.

The federal Environmental Protection Agency was one of the original promoters in this country.

As Mr. Lorenzetti and I discussed the LEAN process of transformation over time through team problem-solving and analysis, I pointed out that this is the exact opposite of state bureaucracy as we know it. The two major goals of shortened lead times and elimination of waste and redundant steps are completely contrary to business-as-usual in Hartford.

DEP Commissioner Amy Marrella is an enthusiastic and persuasive proponent for her agency and the benefits of the LEAN process. After 18 months of very hard work in 18 projects throughout DEP, Commissioner Marrella proudly listed numerous accomplishments including: Water Permit Enforcement cut violation response time from 60 to 30 days (50 percent), and cut enforcement document drafting from 387 days to 120 (70 percent). This sector has continued to improve in these areas so that violation response now averages 11.4 days and enforcement documents now average 96 days.

Of local interest, the Office of Long Island Protection has reduced its initial response time on permits from 205 days to a current average of 28 days, and Coastal Permitting has cut issuing dock permits from 550 days to within 100 days. Pretty astonishing results!

And the good news keeps coming as Commissioner

Marrella has an additional six projects ready to launch at DEP this year.

No wonder Gov. Roll has announced plans to expand LEAN and its positive change to the departments of Motor Vehicles, Consumer Protection, Administrative Services, Revenue Services, and Economic and Community Development.

The amazing progress at DEP reflects sustained hard work including LEAN training, monthly goal-setting meetings, teamwork, and quarterly reviews with Commissioner Marrella. We applaud their ongoing revolution and heartily encourage these additional state departments to create their own success stories — both for themselves and the taxpayers.

Claudia "Dolly" Powers, a Greenwich resident, is a former special education teacher who represented the town's 15th District for eight terms in the state House of Representatives.

Thanks again for your help!